



DEVELOPMENT OF AN ORGANIZATIONAL COMMITMENT MODEL FOR MAPNA MD2 CO. BASED ON PSYCHOLOGICAL CAPITAL AND WORK ETHIC

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Abstract:

The purpose of the current study was to generate an organizational commitment model for employees of Mapna MD2 Co. base on psychological capital and work ethic. All Mapna MD2 Co. headquarter office employees (300 people) in Tehran had formed the intended statistical society. According to Grassi and Morgan table, the sample of research was considered as 169 people who have been selected accidentally and were divided to 35 women and 134 men due to the number of staff in the office. The Luthans and colleagues' psychological capital questionnaire (2007), Allen and Meyer's organizational commitment questionnaire (1993) and Gregory and Patti's standard work ethic questionnaire (1990) have been use for data collection. The results show that there is a significant relationship between psychological capital and its dimensions with work ethic, organization commitment and their dimensions as well, work ethic and its dimensions with organizational commitment. Furthermore, The results of structural equation modeling (SEM) show that the psychological capital either directly or through work ethic variable mediator have affected organizational commitments of Mapna MD2 Co employees. With respect to the research results, the Mapna MD2 Co. management has been suggested to boost the psychological capital, work ethic and their dimensions in order to increase the employees' organizational commitment.

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1. Introduction

By looking to the evolution of human resources management, we can find clearly that the human has an important role in management and organization world and has considered by management experts. The increased attention day by day to what is now called the organization of manpower to customers. This means that in the new Era, the need to respond to the basic needs of employees in any organization is the top priority. It depends on the organization's goals and objectives to provide reasonable and legitimate demands of human resources. (Abtahi, 2010). One of the problems of today's organizations, to identify and understand the characteristics of the employees. Managers, regardless of staff characteristics, affect the organization's performance and even with great efforts will not achieve the desired goals. In such organizations, speaking of on issues such as: responsibility, creativity and innovation and motivate staff is useless (Memarzade & partners, 2012).

Human resources is one of the most valuable human capital That as the most important source of competitive advantage and rarest in today's knowledge-based economy is considered. (Belkort & partners, 2008). A person who worked in the organization should consider themselves as belonging to the organization and is committed to all its Different divisions. Organizational commitment can be strong belief in the organization's objectives and strong desire to continue cooperation and Stay in the defined (Pour soltani and Amirjan Naghandar, 2013). Organizational commitment is unwavering belief of persons in accepting the values and goals of the organization and more desire and maintain membership in the organization. The concept of organizational commitment is important because of the root causes of the level of staff commitment to the organization has as a bit effects but for society as a whole has important effects (Mohammadi, 1389). Commitment and obligation can have numerous positive outcomes, employees who have a commitment and obligation in their work, they have more Discipline in their work, more time remain in the organization and work more. Managers should maintain commitment and obligation to the organization staff and for the realization of this subject should be able to use employee participation in decision-making and to by providing an acceptable level of job security for them, increase their commitment and obligation (Rouhi, 2015)

Today, the human capital and social, psychological capital can be considered as a competitive advantage to the organization. Studies show that Organizations, which

have lack of psychological capital or the psychological capital in low and insignificant, even in spite of an increase in other types of capital (economic capital, human capital and social capital) does not have efficiency and success (Memarzade et al, 2012).

Psychological capital is rarely new concept that has entered from the field of psychology to organizational behavior and is known as a competitive advantage of organization (Luthans et al, 2007). Psychological capital is as a part of positive attitude to organization behavior. The two terms are derived from the movement of positivism in psychology, this new approach which, also positive psychology have called, recently in the field of organization and management attract many researchers attention and thus new movement has emerged as the positive organizational behavior (Bakker et al, 2008).

Organizational commitment of employees is under the influence of psychological capital subject. Because if managers want employees of organization have a lasting psychological link should pay more attention to the psychological capital variables (Memarzade et al, 2012).

Numerous studies have confirmed the effectiveness of psychological capital on commitment.

Lutanse & Jensen (2005) examined relationship between psychological capital and organizational mission commitment in a case study that nurses had formed its society. Results suggested a positive and significant relationship between psychological capital and commitment to organizational missions.

Lifeng (2007) examined effect of psychological capital on satisfactory, performance, organizational commitment and organizational citizenship behavior of employees. Results showed psychological capitals have a significant and positive effect on organizational commitment of employees.

Nasr-Esfahani et al. (2012) in a study measured the effects of psychological capitals on the organizational commitment and job satisfaction in Industries and Mines organization of Isfahan Province. Results suggested a positive impact of psychological capitals on the organizational commitment and job satisfaction.

Najjari et al. (2013) have examined and explained the role of psychological capital on organizational implications (job performance, organizational commitment, job satisfaction). Results of the hypotheses test of this study indicated that psychological capital has a positive effect on job performance, job satisfaction and organizational commitment.

Simmons and Bvyndach in a study titled psychological capital; work engagement and organizational commitment among call center staff in South Africa

have achieved these results that there is a significant positive relationship between psychological capital, working links and organizational commitment.

Mahdizadeh (2014) examined the effect of psychological capital dimensions on organizational commitment in a study. The results of this study showed there is a positive and significant effect between psychological capital dimensions and organizational commitment of employees.

Moghimi (2014) according a research with target of studing on characters of psychology, scale of psychological capital and its relation with liability of Tehran teachers find that there is a A significant correlation between components of psychological capital and organizational commitment and among 4 components, flexibility and hopeful have a greater role in forecast of organization commitment.

Shadan (2014) also has research on the effect of psychological capital on organizational commitment, organizational citizenship behavior and job stres. results demonstrate that psychological capital have significant positive effect on organizational commitment.

The modern mangers have achieved to this results that they cannot administrate the organizations only with rules and precepts but next to them they need another tools that named morality. The experts believe for better management of organization its necessary that morality be near the law and self-control replace with others control and also moral goals become to moral rules. (Conaock & Johns 1998). Nowadays at industrial countries, Work ethic was known as one of the effective factors on progress and development of countries (Mohammadkhani et al 2013). Also increasingly get complicated in organization and increase of immoral, illegal and irresponsible at the work place, attracts managers and experts in work ethic and moral management (Faghihi & Irani 2012). In fact ethical issues are, one of the major problems of the organization, because it represents the interaction between economic performance (are measured by the revenues, costs and profits) and social performance (In the framework of its obligations, inside and outside, towards others is expressed) (Azar et al 2008).

Work ethic as a content factor reflects the moral and ethical commitment of its employees. Work ethic will increase social responsibility, decrease desertion, the willingness of employees to express social issues and to promote citizenship and to reduce non-productive behavior. Positive ethical behavior such as compliance regulations and organizational policies and loyalty to personal beliefs caused the reduction of non-productive behavior (Meriak, 2012)

The assumption is that if there is a work ethic in an organization, non-productive behavior is reduced. When work ethic can be considered as an independent variable in its effects on the efficiency and results of individual and group staff on the study of

organizations. Yousef Darwish research (2000) has shown that work ethic on the three dimensions of organizational commitment (affective, normative and continuous) direct and positive impact.

In another study, also by Yousef (2001) on 425 Muslim employees of organizations of offices in the UAE, The results obtained for the work ethic and organizational commitment there is a significant relationship.

Okppara and Win (2008) Study with the aim of work ethic and organizational impact on job satisfaction have done in Nigeria, and concluded that there is a significant relationship between organizational work ethic and organizational commitment, and job satisfaction.

Rajabipoor Meibody & Dehghani Firoozabady (2016) in research aimed to investigate the relationship between Islamic work ethic and organizational commitment, and job satisfaction in Yazd, found that between Islamic work ethic and organizational commitment there is a meaningful relationship.

Also, Brooke Milan and others study interact perceived organizational politics and ethic have done in predicting psychological capital. The results showed that psychological capital has a direct and significant relationship with professional ethic. In this study, the role of psychological capital in anticipation of professional ethic was approved.

So, according to the description in the discussions and to special attention to human resources as the most important asset of the organization, and Employee engagement a major role in improving organizational performance, It is necessary to determine the factors affecting organizational commitment. Of course, the company Mapna MD2 also not excluded from the general rule referred.

Therefore, researchers are looking to develop an organizational commitment model for Mapna MD2 Co. employees based on the psychological capital and work ethic.

2. Research method

This study, according to its goals is a solidarity research. The population of this study is all employees of the Mapna MD2 Co. headquarters company in Tehran (300 person), and Including 238 males and 62 females.

The sample in this research, according to Morgan table were 169 people considered and given the number of male and female employees in the company, about 35 females and 134 males were divided and randomly selected.

In this research, for data, collection used Luthans questionnaires of psychological capital (2007) and Allen and Meyer Organizational Commitment Questionnaire (1993) and Questionnaires work ethic of Gregory C. and Petty.

A) Psychological capital questionnaire

To measure psychological investment in this research Luthans questionnaires, psychological capital (2007) is used. The questionnaire consists of self-efficacy (6-1), Hope (12-7), Resiliency (18-13) and Optimism (24-19). That is ranked with Likert scale in range of strongly disagree to strongly agree.

Validity and reliability of the Questionnaires has been seen in many studies. Rohy (1394) has reported the reliability of the questionnaire using 0/723 Cronbach's alpha.

B) Organizational Commitment Questionnaire

To measure organizational commitment of the questionnaire Allen & Maier (1993) is used. The scoring method in this questionnaire is scored with approach of the Likert's 24 Article questionnaire with the scale of five values (1. Strongly disagree 2. Disagreeing 3. Neither 4. Agree 5. Strongly agree). It should be mentioned that the questions number 4, 5, 6, 8, 9, 10, 15, 16, 17, 18, 19, 21 and 24 have reverse grading approach.

This questionnaire has three dimensions: Emotional, continuance and normative. Emotional commitment questions, including questions 2, 5, 8, 11, 14, 17, 20, 23 and normative commitment questions components, including questions 3, 6, 9, 12, 15, 18, 21, 24 that are discussed by the Likert's five score scale. The reliability coefficient of Meyer and Allen's organizational commitment questionnaire in Abbaszadeh's study (1394) respectively emotional, normative and sustained 85% and 79% and 83% is obtained. as well as the reliability of the questionnaire in Saeedi's survey (1394) 80/0 was obtained by using Cronbach's alpha coefficient.

C) Work ethic questionnaire

Standardized work ethic Gregory and Petty (1990) that consists the components of devotion to work (6 items), persistence and efficiency at work (6 items), healthy relationship in the workplace (5 items) and collective spirit and participation in work (6 items) and has 23 questions. Each question has 5 options Likert range includes strongly disagree, disagree, neutral, agree and strongly agree and ranked with score 1, 2, 3, 4, 5. The reliability of the questionnaire in Iran by Golparvar and Nadery by using Cronbach's alpha coefficient 85/0 was obtained (Golparvar and Nadery 1390) as well as in this study for, the reliability of the components of devotion to work 85/0, persistence and efficiency at work 77/0, healthy relationship in the workplace 81/0 and collective spirit and participate in the work 83/0, were obtained.

In order to collect data, questionnaires localized based on the location, and distributed and collected in Mapna MD2 Co. corporate headquarters located in Tehran,

Iran. For analyzing the data, the Spearman correlation coefficient and for testing the research model, Smart software PLS 3.2.6 is used.

3. Findings

Table 1: The relationship between psychological capital and work ethic

Variable		Devotion to work	Perseverance and hard work	Healthy and Human relationships in the workplace	Collective spirit and participation in the work	Work ethic
Efficacy	Correlation	0.314	0.304	0.328	0.339	0.339
	Significance Level	0.001	0.001	0.001	0.001	0.001
Hope	Correlation	0.379	0.343	0.367	0.384	0.398
	Significance Level	0.001	0.001	0.001	0.001	0.001
Resiliency	Correlation	0.216	0.273	0.310	0.369	0.302
	Significance Level	0.005	0.001	0.001	0.001	0.001
Optimism	Correlation	0.961	0.860	0.819	0.707	0.911
	Significance Level	0.001	0.001	0.001	0.001	0.001
Psychological capital	Correlation	0.722	0.686	0.687	0.649	0.740
	Significance Level	0.001	0.001	0.001	0.001	0.001

According to the results in Table 1 and test of Spearman correlation coefficient, significant level Achieved for relationships all variables and components is less than 0.05. Therefore, with 95% confidence can said that there is proper relationship between psychological capital and work ethic of Mapna MD2 Co. employees. Meanwhile, Optimism components of psychological capital and devotion to work ($r= 0/961$) have the highest correlation with each other.

Table 2: the relationship between work ethic and organizational commitment

Variable		Affective commitment	Normative commitment	Continuance commitment	Organizational commitment
Devotion to work	Correlation	0.208	0.495	0.941	0.754
	Significance Level	0.007	0.001	0.001	0.001
Perseverance and hard work	Correlation	0.266	0.497	0.850	0.739
	Significance Level	0.001	0.001	0.001	0.001
Healthy and Human relationships in the workplace	Correlation	0.296	0.509	0.816	0.729
	Significance Level	0.001	0.001	0.001	0.001
Collective spirit and participation in the work	Correlation	0.359	0.514	0.706	0.686
	Significance Level	0.001	0.001	0.001	0.001
Work ethic	Correlation	0.287	0.542	0.901	0.783
	Significance Level	0.001	0.001	0.001	0.001

According to the results in Table 2 and test of Spearman correlation coefficient, significant level Achieved for relationships all variables and components is less than 0.05. Therefore, with 95% confidence can be said there is proper relationship between work ethic and organizational commitment of Mapna MD2 Co. employees. Meanwhile, Devotion to work and continued commitment ($r= 0/941$) have the highest correlation with each other.

Table 3: The relationship between psychological capital and organizational commitment

Variable		Affective commitment	Normative commitment	Continuance commitment	Organizational commitment
Efficacy	Correlation	0.471	0.461	0.305	0.507
	Significance Level	0.001	0.001	0.001	0.001
Hope	Correlation	0.536	0.450	0.362	0.565
	Significance Level	0.001	0.001	0.001	0.001
Resiliency	Correlation	0.935	0.688	0.231	0.737

	Significance Level	0.005	0.001	0.002	0.001
Optimism	Correlation	0.215	0.561	0.990	0.798
	Significance Level	0.005	0.001	0.001	0.001
Psychological capital	Correlation	0.673	0.744	0.736	0.925
	Significance Level	0.001	0.001	0.001	0.001

According to the results in Table 3 and test of Spearman correlation coefficient, significant level Achieved for relationships all variables and components is less than 0.05. Therefore, with 95% confidence can be said there is proper relationship between psychological capital and organizational commitment of Mapna Md2 Co. employees. Meanwhile, The optimism and continued commitment ($r= 0/990$) have the highest correlation with each other.

4. Research model

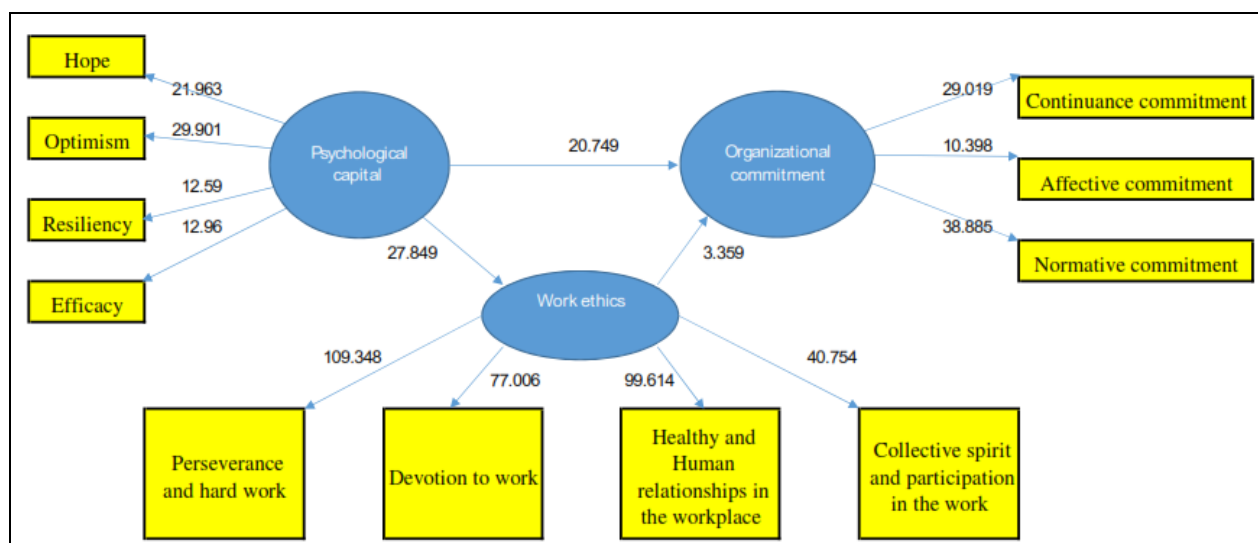


Figure 1: The research model in significance mode

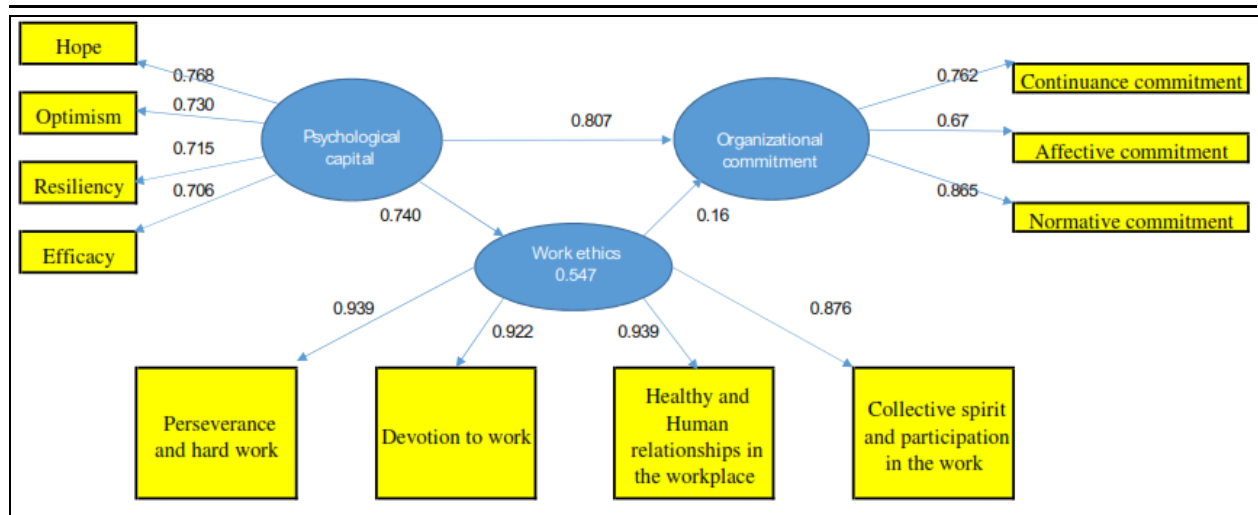


Figure 2: The research model in standard mode


Table 4: The external models and whole model evaluation criteria

Index \ Variable	The external models evaluation criteria					The whole model evaluation criteria
	AVE	SRMR	HTMT	Cronbach's Alpha	SRMR	CR
Acceptable	0.5>	0.08<	1<	0.7>	0.08<	0.7>
Psychological capital	0.533	0.202	0.786	0.723	0.202	0.820
Work ethic	0.846		-	0.939		0.956
Organizational commitment	0.599		0.940	0.650		0.812
P. Value	0.001	0.001	0.001	0.001	0.001	0.001

The results showed that the given developed model support by survey empirical data , in other words, the value of the data model is established All indices except Cronbach's alpha organizational commitment indicates the desirability of structural equation model. But as the mediator is involved in the equation and direct effects and the indirect effects should also be reported,

The regression coefficients and coefficients of determination in the following table is provided so that the role of mediator variable is clear.

Table 5: The direction, Indirect and Total impacts evaluation

Direction	Impacts		T Statistics	P. Value
Psychological capital  Organizational commitment	Direct impact	0.807	20.749	0.001
	Indirect impact	0.118	3.155	0.002
	Total impact	0.926	0103.918	0.001

According to estimated values, the effect of psychological capital variables on organizational commitment Mapna MD2 Company by third variable or the mediating variable has been transferred. This means that the independent variable, directly and indirectly through mediating variable is effective on the dependent variable. The capital psychological impact on work ethic also affects organizational commitment and work ethic. According to the amount, significance research model is valuable and Psychological Capital, directly and indirectly through work ethic, is effective on organizational commitment of Mapna MD2 Company.

5. Conclusions

According to Spearman's correlation coefficient test, between psychological capital and work ethic of Mapna MD2 Company employees there is a significant relationship which is consistent with results of Beroki & milani (2016).

Psychological capital can forecast work ethic that is kind of commitment and job conscience to any work, task and responsibility.

Experts suggest that psychological capital can interventions to a minimum of ten percent on any operation done by employees (Luthans & Yousef, 2007).

Psychological capital researches show a significant value-added more and more for optimal results with respect to demographic characteristics and organizational self-assessment of one's character. (Avey et al., 2011)

People who have high self-efficacy optimism and hope are more successful in their work& won't do immoral things.

Therefore, it can be said increasing the psychological capital in an organization helps employees to see and act in a positive way, the work ethic of the organization can be increased.

The results of spearman's correlation coefficient between work ethic and organizational commitment to employee communication Mapna MD2 Company showed that there is a significant relationship between the two variants which is consistent with result of Yousef (2000, 2001), Ekpera & Vien (2008), Rajabipoor Meybodi & Dehghani Firoozabadi (2012) & Hoveyda ET all (2012).

According to Richardson, who acts in a spiritual framework, their experience of convenience, flexibility and comfort are increased. The scientist said that moral values have shaped in organizational culture is related to their commitment positively. Work ethic is a collection of features that an individual demonstrates during working.

People with a positive ethic are doing well their duties in compared with others. They perform their tasks completely and they are committed to do the right things. Besides, by strengthening work ethic, you can enhance their commitment. For this purpose, by defining codes of ethic, determining responsibility for ethical complaints of staff and Considering rewards and awards for their work ethic, elements of organizational commitment can be increased.

According to the results of the Spearman correlation coefficient test, there is a proper relationship between psychological capital and organizational commitment in Mapna MD2 Company which is consistent with the results of Lontez and Jensen (2005), Lifing (2007), Nasr Isfehane (2012).

Hope is one of the foundations of balance and mental strength that it will determine life achievements. Hope is an ability to believe or feel of better future. Hope with its strong forces stimulates their activity system that system gain/take new experiences.

As a result, hope brings a high level of mental and behavioral performance and it caused human is more committed to their jobs. The hopeful people believe that they can be compatible with the possible challenges they confront in their life, make them have a job satisfaction. With optimist will attribute the positive events to general, internal stable documents. In addition to internal factors, external factors should also be considered in optimism, unlike hope and self-efficacy. For example, a factor that can form positive expectations to an optimist may be himself and his abilities or external factors and the others. Also, optimism will cause the man to consider the difficulties and the challenges of a task when he assumes responsibility about it in an organization. And due to the situation, will form his expectations while dealing with them. Therefore, optimism has an important role in an organizational commitment. It should be mentioned about resilience (tolerance) that, this kind of people can face to potentially stressful factors very well and feel less stress that reduces the stress effects on them and also reduces the risk of depression, which is the main factor of personnel absences.

Resiliency is one of the main fundamental structures of a character that includes individual abilities in confrontation, retreat, trying again and dealing with problems. Resiliency will also increase work domination and job satisfactory and finally lead to more efficiency of the personnel by challenging job difficulties and the complexity of boring bureaucracy.

Meanwhile, resilient individuals look creatively and flexible to solve issues, and have plans for solving them and do not hesitate helping and access full resources to deal with the problems and these factors make person to satisfy their jobs. So psychological asset and positivism can be used as factors potentially effective for dealing with behavior and employees malicious attitudes, such as resistance to change, pessimism to tasks deviations and leads the person to be committed to their jobs.

Research also shows that self-efficacy is also related with organizational commitment. In fact, people who have high levels of self-belief, they can perform the tasks entrusted to them, and they can be successful. So such people consider stressors and problems as challenges that need to breakthrough to overcome them, and instead of looking them, as isolated and scattered problems when they encounter, they try to operate more efficiently.

Finally, Psychological asset, affects both directly and through mediating variables on organizational commitment of Mapna MD2 company employees and is consistent with work results of Lifting (2007), Nasr Esfahani et al. (2012), Nadjari et al. (2013), Mehdizadeh (2014) and Shadan (2015).

Psychological capital, Positivism is composed of psychological variables Measurable, and possible development of management actions on them. Many experts in organization and management believe that the psychological capital as a source of sustainable competitive advantage for organizations in today's challenging environment considered.

Psychological capital is a situation develop positive psychological characteristics, commitment and effort necessary to succeed in the tasks challenging (confidence/self-efficacy) to cite positive achievements of the present and future (optimism), stability in the purpose and if necessary change the route to the target for a breakthrough (hopefully) and stability when faced with hardships and difficulties to achieve success (flexibility) is.

So something beyond human capital and social capital and other capital ratio of employee engagement is a better estimate (Frohar, 1394). Therefore, reinforcing various aspects of psychological capital for staff, such as strengthening self-confidence by increasing positive feedback and motivate them and strengthen optimism by linking positive and less pessimism, strengthen hope by focusing on the aims internalized

Increase their participation in various decision-making organization, development flexibility by strengthening the foundations of their spiritual value and can increase employee commitment to the various tasks.

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